This policy is intended to deal specifically with cheque-signing rather

Delegation of Authority

than instruments in writing in general.

QUEST CHC FINANCE POLICY CHANGES APRIL22, 2019		
Current Policy	Updated	
ANNUAL BUDGET	ANNUAL BUDGET	
3.0 Policy/ Procedure By January 31 st , the Executive Director and designated staff will prepare a first draft budget for the coming fiscal year, which will include projected expenditures under agreed expense headings and categories for review by the Finance Committee.	3.0 Policy/Procedure Each year, the Executive Director and designated staff will prepare a first draft budget for the coming fiscal year, which will include projected expenditures under agreed expense headings and categories for review by the Finance Committee. No later than the last day of February of the current fiscal year, the Board of Directors will review and make all necessary amendments to the draft budget	
No later than the last day of March, the Board of Directors will approve the budget for the next fiscal year. The budget, as approved by the Board, will be used throughout the year, with any significant changes covered in variance reports to the	No later than the last day of March, the Board of Directors will approve the budget for the next fiscal year. The budget, as approved by the Board, will be used throughout the year, with any significant changes covered in variance	
Financial Statements.	reports to the Financial Statements.	
CHEQUE SIGNING	CHEQUE SIGNING	
3.0 Policy This policy is intended to guide cheque-signing at Quest that provides for the efficient payment of creditors consistent with Generally Accepted Accounting Principles while still respecting the important oversight role of the Board. Bylaws	3.0 Policy This policy is intended to guide cheque-signing at Quest that provides for the efficient payment of creditors consistent with Generally Accepted Accounting Principles while still respecting the important oversight role of the Board. Bylaws	
The topic of signing officers is addressed by Quest's Bylaws (Sections 12.1 and 12.2). The Bylaws provide for any two of the Chair, Vice Chair, Secretary, Treasurer or "any other Officer whom the Board may designate acting together" to sign "all instruments in writing".	The topic of signing officers is addressed by Quest's Bylaws (Sections 11.1and 11.2). The Bylaws provide for any two of the Chair, Vice Chair, Secretary, Treasurer or "any other Officer whom the Board may designate acting together" to sign "all instruments in writing".	

Delegation of Authority

This policy is intended to deal specifically with cheque-signing

rather than instruments in writing in general.

Current Policy Updated Under this policy, the Board delegates the authority to Quest's Under this policy, the Board delegates the authority to Quest's Executive Director and The Program Director acting together to sign Executive Director, Program Director and Finance Consultant, cheques for expenses authorized within the budget up to a maximum any two acting together, to sign cheques for expenses authorized of \$10,000 with the exception that the Executive Director and the within the budget up to a maximum of \$10,000 with the exception Program Director may also sign regular rent cheques (which combine that the Executive Director, Program Director and Finance leasehold improvement). Consultant may also sign regular rent cheques Greenshield cheques and North Hamilton Community Health Centre quarterly IT support cheques. Cheques over \$10,000 with the exception of the regular rent Cheques over \$10,000 with the exception of the regular rent cheques cheques, Greenshield cheques and North Hamilton Community noted above will require the signature of at least one of Chair, Vice Health Centre quarterly IT support cheques noted above will Chair, or Secretary/Treasurer. require the signature of at least one of Chair, Vice Chair, or Secretary/Treasurer. All cheques signed under this delegation of authority must All cheques signed under this delegation of authority must contain contain two signatures. If the Executive Director, Program two signatures. If either the Executive Director or Program Director is Director or Finance Consultant is absent, then cheques in the absent, then cheques in the amounts described under "Delegation of Authority" (above) must also be signed by one of the following Board amounts described under "Delegation of Authority" (above) must also be signed by one of the following Board Signing Officers: Signing Officers: Chair, Vice Chair, or Secretary/Treasurer of the Chair, Vice Chair, or Secretary/Treasurer of the Board. Board. If both the Executive Director and the Programs Director are absent, If the Executive Director and the Program Director and the Finance Consultant are absent, then cheques in the amounts then cheques in the amounts described under "Delegation of described under "Delegation of Authority" (above) must be Authority" (above) must be signed by any two of the following Board signed by any two of the following Board Signing Officers: Chair, Signing Officers: Chair, Vice Chair, and/or Secretary/Treasurer of the Vice Chair, and/or Secretary/Treasurer of the Board. Board.

COMMUNITY ANNUAL PLANNING SUBMISSION (CAPS)

3.0 Policy/Procedure

The CAPS <u>Submission</u> is approved by the Board of Directors and is used to monitor and evaluate the financial progress of <u>the</u> Quest Community Health Centre throughout the fiscal year to which the CAPS <u>Submission</u> applies.

The Executive Director will elicit input from Quest's Management Team in order to prepare the CAPS Submission by the deadline outlined by the LHIN.

COMMUNITY ACCOUNTABILITY PLANNING SUBMISSION (CAPS)

3.0 Policy / Procedure

The CAPS is approved by the Board of Directors and is used to monitor and evaluate the financial progress of Quest Community Health Centre throughout the fiscal year to which the CAPS applies.

The Executive Director will elicit input from Quest's Management Team in order to prepare the CAPS for review by the Finance Committee by the deadline outlined by the LHIN.

	Current Policy		Updated
	The Board of Directors will provide feedback on the CAPS Submission, which the Executive Director will include in a final draft of the CAPS submission, for recommendation to the Board.		The Board of Directors will provide feedback on the CAPS which the Executive Director will include in a final draft of the CAPS, for recommendation to the Board
	The Board of Directors will ensure they provide timely feedback to meet the LHIN deadline for submission.		The Board of Directors will ensure they provide timely feedback to meet the LHIN deadline for submission.
	The budget, as approved by the LHIN, will be used throughout the year, with any significant changes covered in a variance report to the Financial Statements.		The CAPS, as approved by the LHIN, will be used throughout the year, with any significant changes covered in a variance report to the Financial Statements.
COR	PORATE CREDIT CARD	COR	PORATE CREDIT CARD
3. 0	Policy/Procedures	3. 0	Policy/Procedures
Card	Holder Responsibilities	Card	Holder Responsibilities
	Credit cards are only to be used by the person whose name appears on the card	a	redit cards are only to be used by the person whose name opears on the card or with that person's documented approval, namedly
FINANCIAL STATEMENTS AND ANNUAL AUDITS		FINA	NCIAL STATEMENTS AND ANNUAL AUDITS
1.0	INTRODUCTION	1.0	INTRODUCTION
	Monthly financial statements are provided to the Quest Board of Directors on a monthly basis, reflecting activities from the previous month.		Monthly summary financial statements are provided to the Quest Board of Directors on a monthly basis, reflecting activities from the previous month. Quarterly Financial Statements are provided to the Quest Board of Directors on a quarterly basis, reflecting
	An external audit is contracted annually so as to provide an independent opinion of the Quest Community Health Centre's financial well-being.		activities for the previous quarter.
2.0	POLICY/PROCEDURE	2.0	POLICY/PROCEDURE
	The Executive Director forwards detailed monthly financial statements to the Finance Committee and provides summary financial statements to the Board of Directors for review and approval at each Board meeting. In addition, the Executive Director provides detailed financial statements to the Board for the last month of each quarter —		The Executive Director forwards detailed monthly financial statements to the Finance Committee for review and recommendation to the Board of Directors for approval. The Executive Director provides the detailed financial statements to the Board for the last month of each quarter – i.e., June,

	Current Policy		Updated
	i.e., June, September, December and March.		September, December and March. In addition, the Executive Director provides summary financial statements to the Board of Directors for review and approval at all other monthly Board meetings.
EXP	ENSE ADVANCES	EXP	ENSE ADVANCES
1.0	INTRODUCTION The purpose of this policy/procedure is to provide guidance to management and staff in situations where an employee may make a large purchase on behalf of Quest from the employee's own funds. This may include travel and related expenses.	1.0	INTRODUCTION The purpose of this policy/procedure is to provide guidance to Board, Management and staff in situations where a Board member or an employee may make a large purchase on behalf of Quest from the Board Members / Employee's own funds. This may include travel and related expenses.
2.0	SCOPE	2.0	SCOPE
	Board of Directors, All Staff, Volunteers and Students		Board of Directors, All Staff
3.0	POLICY/PROCEDURE	3.0	POLICY/PROCEDURE
	All expenses, whether travel-related or others must be approved in advance by the appropriate member of the Management Team.		All expenses, whether travel-related or other must be approved in advance by the appropriate member of the Management Team.
	The Board Chair approves in advance all expenses to be incurred by the ED and Board members.		The Board Chair approves in advance all expenses to be incurred by the Executive Director and Board members.
	The Secretary-Treasurer or Vice Chair approves the Board Chair's expenses in advance.		The Secretary-Treasurer or Vice Chair approves the Board Chair's expenses in advance.
FIXE	D ASSETS – AMORTIZATION	FIXE	D ASSETS – AMORTIZATION
1.0	INTRODUCTION	1.0	INTRODUCTION
	This policy/procedure establishes principles and accountabilities for the amortization of fixed assets.		This policy/procedure establishes principles and accountabilities for the amortization of fixed assets.

Current Policy		Updated	
2.0	SCOPE	2.0	SCOPE
	Administrative and/or Finance Staff.		Executive Director, Administrative and/or Finance Staff.
3.0	POLICY/PROCEDURE	3.0	POLICY/PROCEDURE
Respo	onsibility	Resp	onsibility
	It is the responsibility of financial/administrative staff to calculate and apply amortization annually.		It is the responsibility of the auditor to calculate and apply amortization annually.
Amoi	tization Methods	Amortization Methods	
	Quest Community Health Centre will expense all assets, except buildings, in the year of acquisition. Land assets must not be amortized.		Quest Community Health Centre will identify appropriate assets to be amortized, in the year of acquisition. Land assets must not be amortized.
	Financial staff-will amortize the capital asset based on principle repayment		The auditor will amortize the capital asset based on general accounting principles
Amortization Records		Amortization Records	
	Financial staff will retain a record of the assets on hand to support the amortization calculations.		The auditor will retain a record of the assets on hand to support the amortization calculations and provide a copy to Quest for their records

	Current Policy		Updated	
INSURANCE COVERAGE		INSURANCE COVERAGE		
3.0	POLICY/PROCEDURE In addition, the Executive Director will review the service provided by its insurers at least every five years. The review process will include soliciting quotes from other insurance companies.	3.0	POLICY/PROCEDURE In addition, the Executive Director will review the service provided by its insurers at least every five years. The review process will include soliciting quotes from other insurance companies. Every two years the ED shall discuss the insurance requirements of the health centre with our insurance carrier.	
	At a minimum, Quest's comprehensive insurance policy should include the following: • blanket coverage • replacement cost on equipment • electronic data processing equipment, software, data and media • tenants' improvements (if relevant) • property of others (i.e. provided insurable interest is agreed) • exterior glass and sign coverage • by-laws coverage, including demolition and debris removal, increase cost construction, undamaged portion • flood and earthquake coverage • sewer backup coverage • off-premise coverage • in transit • postage meters, negotiable instruments, or other special coverage as required		At a minimum, Quest's comprehensive insurance policy should include the following: • blanket coverage • replacement cost on equipment • electronic data processing equipment, software, data and media • tenants' improvements (if relevant) • property of others (i.e. provided insurable interest is agreed) • exterior glass and sign coverage • demolition and debris removal • flood and earthquake coverage • sewer backup coverage • off-premise coverage • in transit • postage meters, negotiable instruments, or other special coverage as required	
PET	TY CASH	PETT	TY CASH	
3.0	POLICY/PROCEDURE	3.0	POLICY/PROCEDURE	
	A petty cash fund in the amount of five hundred dollars (\$500) is made available for the purchase of miscellaneous office materials and services for general operations of Quest.		A petty cash fund in the amount of five hundred dollars (\$500) is made available for the purchase of miscellaneous office materials and services for general operations of Quest.	
	Custody of the petty cash fund will reside with the Executive Administrator, or designate of the Executive Director. The Administrative Coordinator will access petty cash for individuals		Custody of the petty cash fund will reside with the Executive Assistant, or designate of the Executive Director. The Administrative Coordinator will access petty cash for individuals	

requesting withdrawals if the Executive Assistant is not available.

Individual withdrawals from the fund shall not exceed fifty dollars

requesting withdrawals if the Executive Administrator is not available.

Individual withdrawals from the fund shall not exceed fifty dollars

Current Policy	Updated
(\$50) per voucher.	(\$50) per voucher.
All petty cash expenditures must be accompanied by an original receipt or Petty Cash Voucher, which is kept with the petty cash fund.	All petty cash expenditures must be accompanied by an original receipt or Petty Cash Voucher, which is kept with the petty cash fund.
All expenditures using Petty Cash must be authorized by the	
Executive Administrator. This authorization may occur at the time that the petty cash fund is replenished.	All expenditures using Petty Cash must be authorized by the Executive Assistant. This authorization may occur at the time that the petty cash fund is replenished.
The petty cash fund will be reconciled on a monthly basis by the	. ,
Administrator Coordinator and replenished as required by the Executive Administrator.	The petty cash fund will be reconciled on a monthly basis by the Administrator Coordinator and replenished as required by the Executive Assistant.
Periodically and without notice, the Financial Consultant will reconcile the petty cash fund.	Periodically and without notice, the Financial Consultant will reconcile the petty cash fund.

PROCUREMENT

Goods and Non-Consulting Services*		
Total Procurement Value	Means of Procurement	
\$0 to \$5,000	Single sourced	
\$5,000 to \$25,000 for equipment, computers or other capital expenditures	Solicit 3 quotes for comparison of price and quality	
\$25,000 to \$100,000	Invitational competitive procurement process	
\$100,000 or more	Open competitive process	

PROCUREMENT

Goods and Non-Consulting Services*		
Total Procurement Value	Means of Procurement	
\$0 to \$5,000	Single sourced	
\$5,000 to \$25,000 for equipment, computers or other capital expenditures	Solicit 3 quotes for comparison of price and quality	
\$25,000 to \$100,000	Invitational competitive	
	procurement process	
\$100,000 or more	Open competitive process	

^{*}LHIN approval is required for capital purchases over \$5,000

PURCHASES, RECEIPTS AND DISBURSEMENTS

3.0 PROCEDURES

Purchase Orders

Purchase orders (PO) are available on line and all staff have access. PO's are numbered by the staff originator using a combination of number and staff initials. The staff originator is responsible for

PURCHASES, RECEIPTS AND DISBURSEMENTS

3.0 PROCEDURES

Purchase Orders -

Purchase orders (PO) are available on line and all staff have access.

Current Policy	Updated
keeping track of their individual PO number sequencing. When a purchase order has been fulfilled, the staff retires the number.	
Purchases are authorized by a member of Quest's Management Team who signs the purchase order as evidence of this authorization. The Administrative Coordinator/ financial staff places the order upon receipt of the authorized PO.	Purchases are authorized by a member of Quest's Management Team. The Administrative Coordinator/ financial staff places the order upon receipt of the authorized PO.
From time to time, either because of changing requirements or from limitations on the part of the supplier, the purchase order must be changed.	From time to time, either because of changing requirements or limitations on the part of the supplier, the purchase order must be changed.
Receipt of Purchased Goods or Services	Receipt of Purchased Goods or Services
Delivered goods or services can be accepted by members of management staff, the administrative coordinator or client coordinators.	Delivered goods or services can be accepted by staff.
The staff person receiving the goods verifies that the goods or services have been received as per the packing/delivery slip and that there are no omissions or breakages and then signs the packing/delivery slip, making note of any exceptions.	The staff person that ordered the goods verifies that the goods or services have been received as per the packing/delivery slip and that there are no omissions or breakages and then signs the packing/delivery slip, making note of any exceptions.
The signed packing slip is forwarded to the Administrative Coordinator/financial staff. Receipt of purchased goods and services must be confirmed before	The signed packing slip is forwarded to the Administrative Coordinator/financial staff.
payment is approved. Paying "cash on delivery" (C.O.D.) is only permitted under unusual circumstances (see section below).	Receipt of purchased goods and services must be confirmed before payment is approved. Paying "cash on delivery" (C.O.D.) is only permitted under unusual circumstances (see section below).
Cash or Cheque on Delivery (C.O.D.)	Cash or Cheque on Delivery (C.O.D.)
Unless C.O.D. goods are small enough to be paid from petty cash C.O.D. payments must be made by cheque. This would be coordinated by the Executive Administrator and the Administrative Coordinator. The cheque would be held against delivery.	Unless C.O.D. goods are small enough to be paid from petty cash C.O.D. payments must be made by cheque or credit card. This would be coordinated by the Administrative Coordinator or Executive Assistant. The cheque would be held against delivery.

Current Policy	Updated
Cheque Copies Quest HCC cheques are 3 part forms – cheque, payee remittance advice, and payor remittance advice. Payor remittance advice is stapled to invoice. 5.0 RELATED QUEST FORMS For related Quest forms, see: • Purchase Order	Cheque Copies Quest CHC cheques are 3 part forms – cheque, payee remittance advice, and payor remittance advice. Payor remittance advice is stapled to invoice. 5.0 RELATED QUEST FORMS For related Quest process/forms, see: Microsoft Access Purchase Orders Data Base • Purchase Order

RECORDS RETENTION – FINANCE

2.0 SCOPE

All Management and Administrative Staff.

DOCUMENT	RETENTION PERIOD	
Corporate Documents including some Financial Documents		
Organization Charter, Annual Reports, Bylaws, Letters Patent, Strategic Plans, Board AGM and meeting minutes	Organization's life span plus five (5) years.	
Insurance Policies	Indefinitely (to minimize risk)	
Contracts, service agreements and purchase of service agreements	Duration of contract or agreement plus one year.	
Financial Documents		
Annual audited financial statements, general ledger, annual adjusting journal entries, and duplicate receipts relating to ten-year-gifts to registered charities.	Organization's lifespan plus five (5) years.	
Duplicate donation receipts	End of fiscal period to which	
(except related to ten-year-gifts)	they relate, plus seven years.	

RECORDS RETENTION - FINANCE

2.0 SCOPE

Management Team and Administrative Staff.

DOCUMENT	RETENTION PERIOD	
Corporate Documents including some Financial Documents		
Organization Charter/Articles of Incorporation, Annual Reports, Bylaws, Letters Patent, Strategic Plans, Board AGM and meeting minutes	Organization's life span plus five (5) years.	
Insurance Policies	Indefinitely (to minimize risk) Check with Insurer	
Contracts, service agreements and purchase of service agreements	Duration of contract or agreement plus one year.	
Financial Documents		
Annual audited financial statements, general ledger, annual adjusting journal entries, and duplicate receipts relating to ten-year-gifts to registered charities.	Organization's lifespan plus five (5) years.	

Current Policy		Updated	
Other financial records (other than those cited above) including payroll	End of fiscal period to which they relate plus six years	Duplicate donation receipts (except related to ten-year-gifts)	End of fiscal period to which they relate, plus seven years.

SEPARATION OF DUTIES

3.0 POLICY/PROCEDURE

Quest will ensure that there is adequate segregation of responsibilities for roles involving financial transactions. For transactions or roles that do not have a segregation of duty, adequate compensating controls will be put in place and documented.

For example, this means that:

- The employee who requests the purchase of a good or service may not approve the purchase order.
- The same employee may not prepare payables and sign cheques.
- All payables must be approved by the Executive Director, a Director, or delegate prior to payment.
- All salary and benefits invoices must be reviewed by the Executive Director, a Director, or delegate, prior to payment.
- Only the Administrative Coordinator and the Executive Administrator may have the code to the safe.

SEPARATION OF DUTIES

3.0 POLICY/PROCEDURE

Quest will ensure that there is adequate segregation of responsibilities for roles involving financial transactions. For transactions or roles that do not have a segregation of duty, adequate compensating controls will be put in place and documented.

For example, this means that:

- The employee who requests the purchase of a good or service may not approve the purchase order.
- The same employee may not prepare payables and sign cheques.
- All payables must be approved by the Executive Director, a Director, or delegate prior to payment.
- All salary and benefits invoices must be reviewed by the Executive Director, a Director, or delegate, prior to payment.
- Only the Executive Director, Program Director, Administrative Coordinator and Executive Assistant may have the code to the safe

Current Policy Updated TRAVEL EXPENSES

POLICY/PROCEDURE 3.0

Pre-approval of Travel and Related Expenses

Board Members

All Board Member travel and related expenses must be preapproved by the Board Chair. The reason for this is that travel is not a regular part of a Board Member's role. Travel that may be claimed does not include travel to Board meetings.

The Chair may delegate Board Member expense claim approval to an Executive Committee Member. In the event that the Chair incurs the expenses, the Vice-Chair or Secretary-Treasurer must approve the Chair's expenses.

Meals

Quest reimburses individuals for meal expenses subject to the maximum rates set out in the chart below. These rates include taxes and gratuities.

Meals	Maximum Amount
breakfast	\$10
lunch	\$15
dinner	\$25

- The rates are not an allowance. They are for individual meals. Individuals claiming meal expenses must have eaten the meal to be able to submit a claim for reimbursement. For example, it is not permitted to combine the maximum 3-meal rate (\$50.00) if only 2 meals are eaten.
- When more than one meal is claimed for any day, individuals may allocate the combined maximum rates between the meals. For example, if the claimant has eaten both breakfast and lunch, the combined rate is \$35.00. This now becomes the maximum rate for the two meals, regardless of what the individual has spent on each meal.

TRAVEL EXPENSES

3.0 POLICY/PROCEDURE

Pre-approval of Travel and Related Expenses

Board Members

All Board Member travel and related expenses must be preapproved by the Board Chair, in consultation with the Executive Director. The reason for this is that travel is not a regular part of a Board Member's role. Travel that may be claimed does not include travel to Board meetings.

The Chair may delegate Board Member expense claim approval to an Executive Committee Member. In the event that the Chair incurs the expenses, the Vice-Chair or Secretary-Treasurer must approve the Chair's expenses, in consultation with the Executive Director.

Meals

Quest reimburses individuals for meal expenses subject to the maximum rates set out in the chart below.

Meals	Maximum Amount
breakfast	\$15
lunch	\$25
dinner	\$40

- The rates are not an allowance. They are for individual meals. Individuals claiming meal expenses must have eaten the meal to be able to submit a claim for reimbursement. For example, it is not permitted to combine the maximum 3-meal rate (\$80.00) if only 2 meals are eaten.
- When more than one meal is claimed for any day, individuals may allocate the combined maximum rates between the meals. For example, if the claimant has eaten both breakfast and lunch, the combined rate is \$40.00. This now becomes the maximum rate for the two meals, regardless of what the individual has spent on each meal.

Current Policy	Updated	
Mileage allowance for the use of private vehicles will be paid at rates to be determined by the Executive Director. (Individuals can confirm the mileage allowance with Quest's financial/administrative staff.)	Mileage Mileage allowance for the use of private vehicles will be paid at rates to be determined/approved by the Management Team. (Individuals can confirm the mileage allowance with Quest's financial/administrative staff.)	
Non-Allowable Expenses Expenses incurred in the payment of fines, including parking fines	Parking incurred when the individual is using their vehicle or the Quest CHC Van for business purposes will be reimbursed. Receipts must be submitted with the expense claim form submitted. Non-Allowable Expenses	
and other such penalties, will be disallowed.	Expenses incurred in the payment of fines, including parking fines and other such penalties, will be disallowed. Expenses incurred in the purchase of Alcohol will be disallowed.	